DEPARTMENT OF THE ARMY

Casualty and Mortuary Affairs Operations Center (CMAOC) Training

Taking Care of Families: Casualty Notification & Assistance

Casualty Notification Officer Module

February 2010

The Big Picture

- Taking care of Families is part of a comprehensive program to support Families of fallen Soldiers
  - Includes the extended Army Family
- This course is designed to provide you the tools necessary to successfully complete your duties as a Casualty Notification Officer and Casualty Assistance Officer
- The next two days of training are designed to train you on:
  - Casualty Notification
  - The emotional toll
  - Casualty Assistance

Agenda

DAY 1
CNO Training

- Importance of the CNO
- Preparing for Notification
- Giving Notification
- Outbrief to CAC
- Grief & Bereavement

DAY 2
CAO Training

- Importance of the CAO
- Pre Funeral Care
- Funeral
- Post Funeral Care
- Benefits
- Investigations

Certification Exam

Applicable Regulations

AR 1-33 The Army Memorial Program (dated 30 May 2006)

AR 25-55 The Department of the Army Freedom of Information Act Program (dated 1 November 1997)

AR 215-1 Military Morale, Welfare, and Recreation Programs and Nonappropriated Fund Instrumentalities (dated 31 July 2007)

AR 340-21 The Army Privacy Program (dated 5 July 1985)

AR 600-8-1 Army Casualty Program (dated 30 April 2007)

AR 600-20 Army Command Policy (dated 18 March 2008)

AR 600-25 Salutes, Honors, and Visits of Courtesy (dated 24 September 2004)

AR 600-34 Fatal Training/Operational Accident Presentations to the Next of Kin (dated 2 January 2003)

AR 638-2 Care and Disposition of Remains and Disposition of Personal Effects (dated 22 December 2000)

DA Pam 638-2 Procedures for the Care and Disposition of Remains and Disposition of Personal Effects (dated 22 December

Introduction

"There is no more effective way of creating bitter enemies for the Army than by failing to do everything we can possibly do at a time of bereavement. Nor is there a more effective way of making friends for the Army than by showing we are personally interested
in every fatality which occurs."

General George C. Marshall

CNO Course Objectives

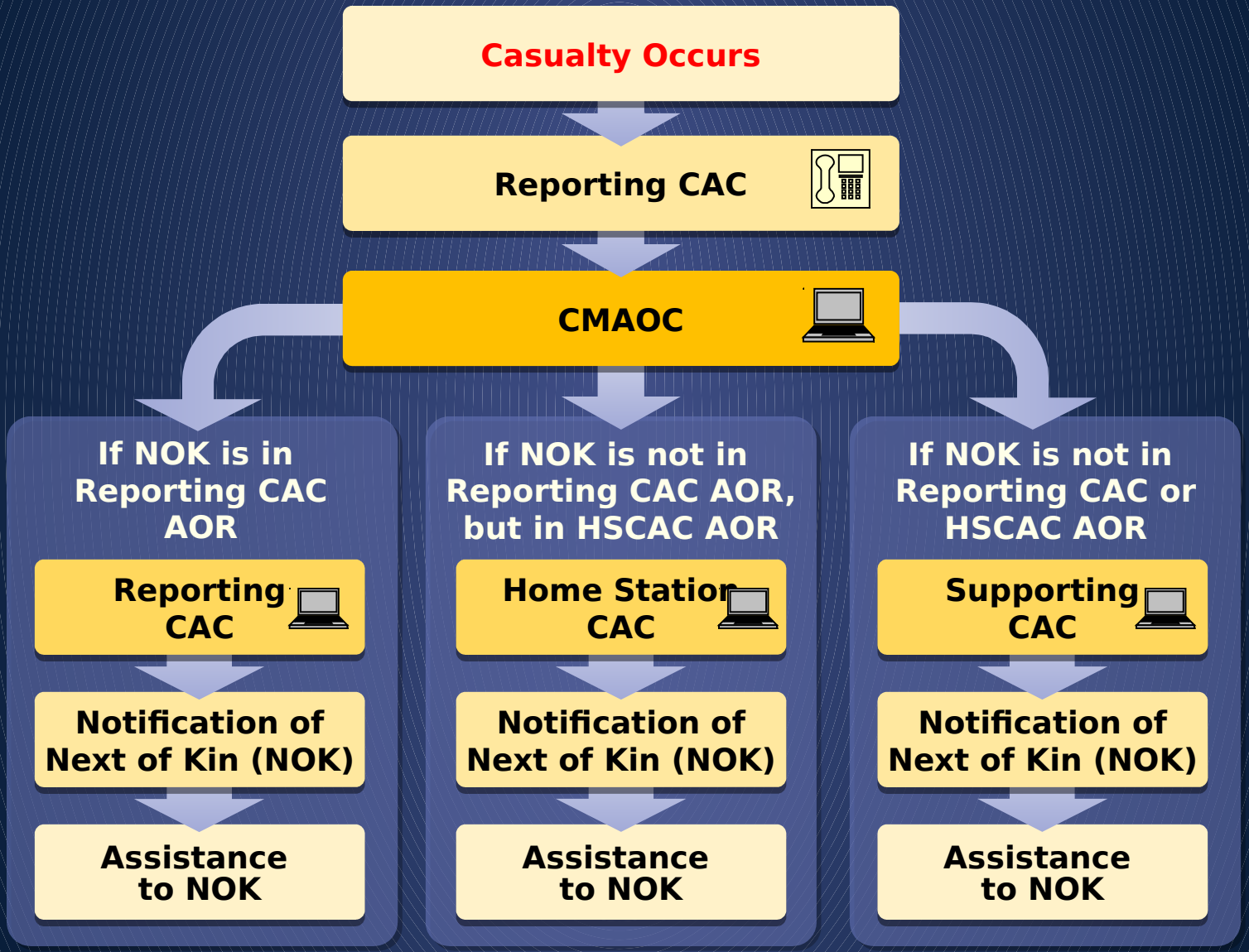
- Define the role of the Casualty and Mortuary Affairs Operations Center (CMAOC)
- Define the role of the Casualty Assistance Center (CAC)
- Identify the qualifications of a Casualty Notification Officer (CNO)
- Identify reportable casualty categories
- Identify steps taken to prepare for casualty notification officer duty

CNO Course Objectives

- Identify steps involved in the notification process
- Select information that is covered in the Privacy Act of 1974
- Identify possible responses to grief reactions
- Identify steps required for Dignified Transfer, media access and Family travel to Dover AFB
- Identify elements of the brief to the Casualty Assistance Officer (CAO)

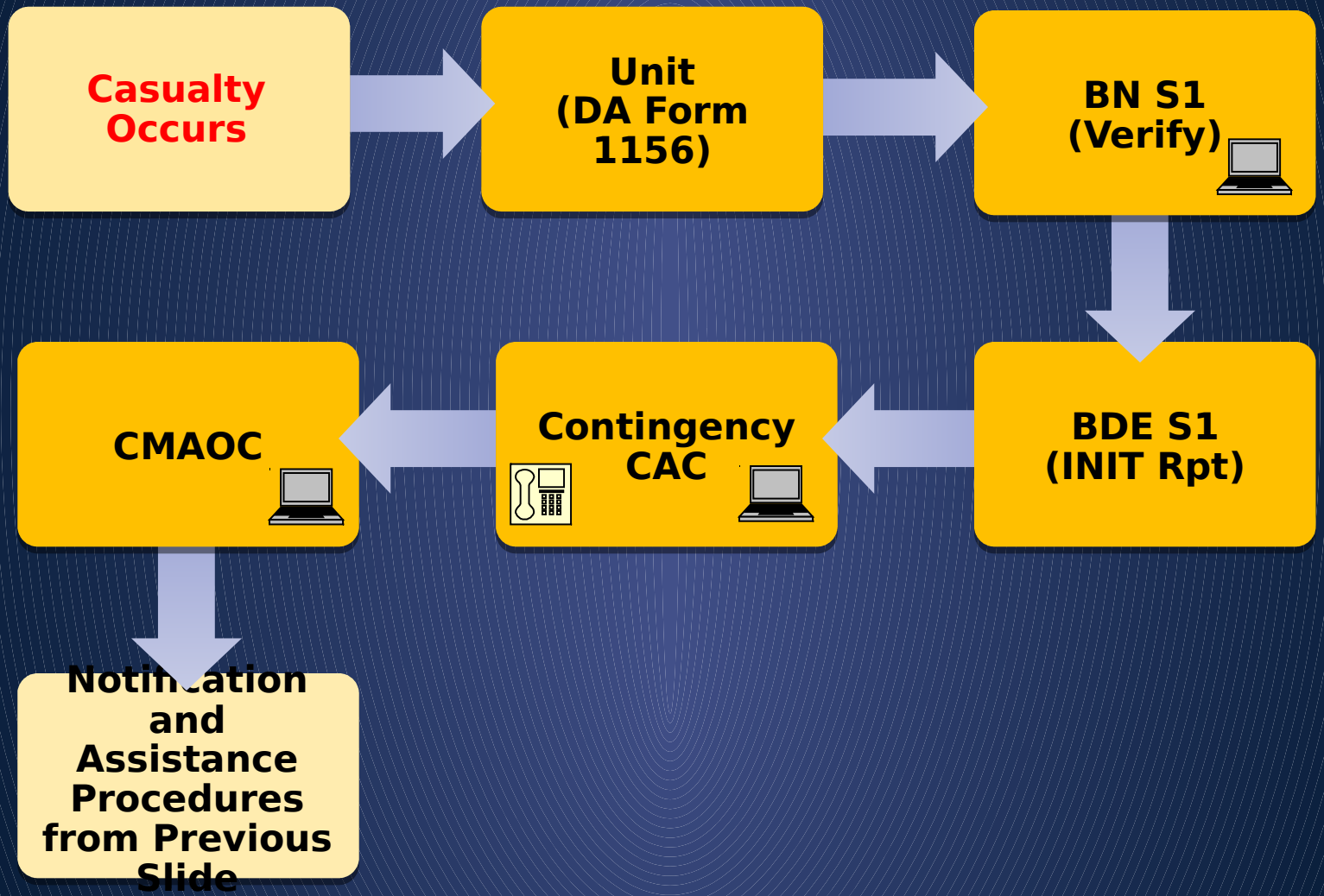
Participants must complete a knowledge test at the end

Casualty Notification Flow


Casualty Occurs
Reporting CAC
CMAOC
If NOK is in Reporting CAC AOR
Reporting CAC
Notification of Next of Kin (NOK)
Assistance to NOK
If NOK is not in Reporting CAC AOR, but in HSCAC AOR
Home Station CAC
Notification of Next of Kin (NOK)
Assistance to NOK
If NOK is not in Reporting CAC or HSCAC AOR
Supporting CAC
Notification of Next of Kin (NOK)
Assistance to NOK

CASUALTY NOTIFICATION OFFICER (CNO)

Theater Casualties



CMAOC Responsibilities

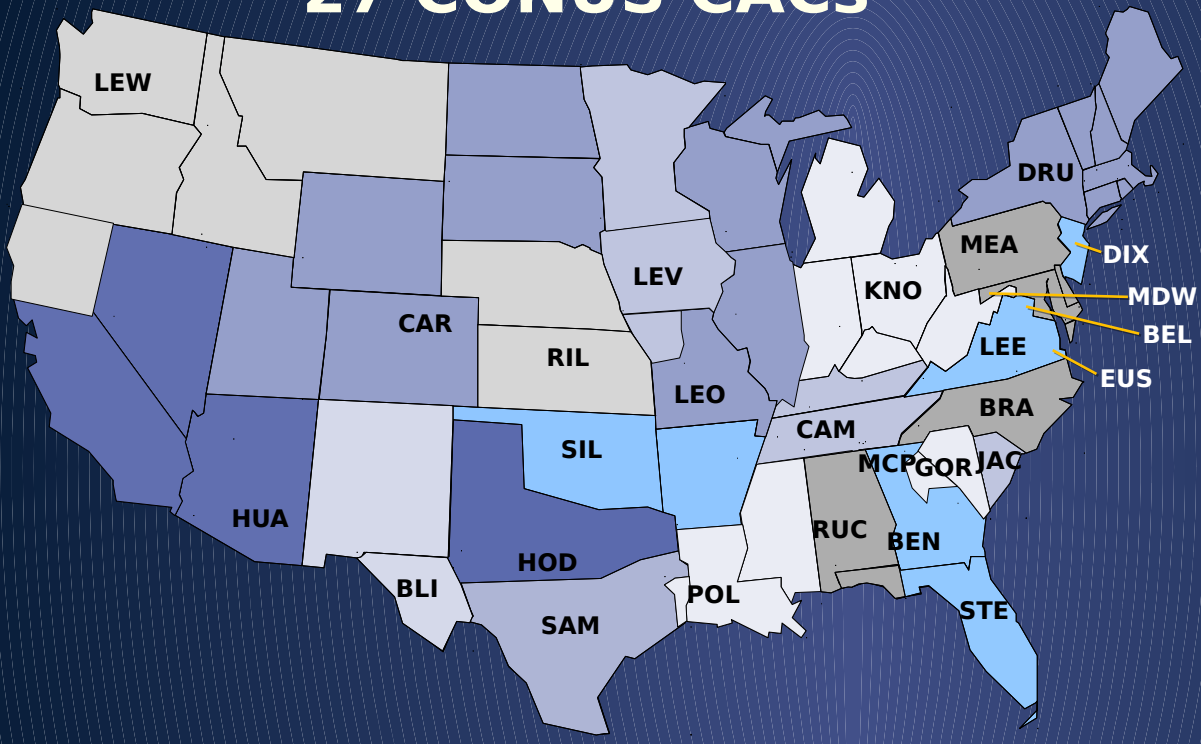
- CMAOC – Casualty and Mortuary Affairs Operations Center:
  - Mission: Provide policy guidance and operational control over the Army Casualty and Mortuary Programs
  - Casualty and Mortuary Affairs Branch (CMAB)
    - Notification Section: Twenty-four hour operations cell responsible for coordinating notification actions for all reportable casualties world-wide
    - Travel and Transportation Section (T&TS): Coordinates Family member travel
    - Case Management Section: Assigns Case Manager for each casualty case
  - Army Long Term Family Case Management (ALTFCM)

CAC Responsibilities

- CAC – Casualty Assistance Center:
  - Accomplishes the administrative functions of the casualty operations, mortuary affairs and line of duty programs
  - Accounts for, reports and documents all casualties within a specific geographical area
  - Receives casualty information from local authorities, medical treatment facilities, other CACs or Family members
  - Assigns the Notification Team to personally notify the NOK
  - Coordinates ongoing notification actions with CMAOC

Casualty Assistance Center Locations

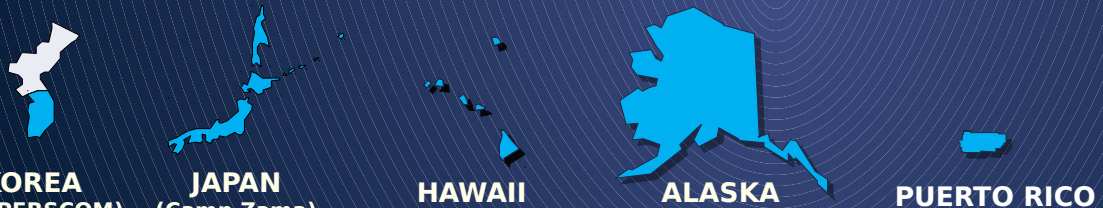
27 CONUS CACs



1 Casualty Area Command

KUWAIT

6 OCONUS CACs



KOREA
(8TH PERSCOM)

JAPAN
(Camp Zama)

HAWAII

ALASKA

PUERTO RICO
(Ft. Buchanan)

EUROPE/AFRICA
(USAREUR)

CASUALTY NOTIFICATION OFFICER (CNO)

CNO Qualifications

- Notification Officer will be:
  - Officer – CPT or higher
  - Warrant Officer – CW2 or higher
  - Noncommissioned Officer – SFC or higher
  - Equal or higher in grade to the casualty and/or PNOK (if military)
  - Trained and certified in the responsibilities of a CNO

Casualty Defined

- Casualty – any person who is lost to an organization by reason of having been declared:
  - Deceased – requires in-person notification
  - DUSTWUN – requires in-person notification
  - EAWUN – requires in-person notification
  - Injured – requires telephonic notification
  - Ill – requires telephonic notification
  - Missing – requires in-person notification
    - Subcategories of Missing can be found in Army Regulation 600-8-1

Who is a Reportable Casualty?

- Active duty military, mobilized ARNG/USAR, recalled retired Soldiers
- USAR/ARNG en route to or from or while participating in an authorized training activity as outlined in Army Regulation 600-8-1
- Army retirees
- Soldiers separated from the Army within 120 days
- Army civilian employees OCONUS and CONUS TDY
- Soldiers in AWOL status
- All Army dependents
- Contractors in a deployed Theater of Operation
- Medal of Honor recipients

See Army Regulation 600-8-1 for a complete list of reportable casualty categories

Primary Next of Kin (PNOK)

- The person most closely related to the casualty
- The Army uses the DD Form 93 to determine the PNOK
  - Spouse, even if a minor
  - Natural, adopted, and illegitimate children
  - Eldest Parent, or parent with custody of Soldier
  - Persons standing in *loco parentis*
  - Persons granted legal custody of the Soldier
  - Brothers or sisters
  - Grandparents
  - Other relatives in order of relationship
  - The Secretary of the Army

Preparation for CNO Duty

- View the CMAOC Web site to re-familiarize yourself with the responsibilities of a CNO
- Review CNO Procedures (AR 600-8-1, Chapter 5)
- S1 Net (Requires AKO access)
- Access the audio on-demand for refresher training
- Review Privacy Act of 1974 as it pertains to casualty operations
- Be prepared to immediately depart for Dover AFB upon completion of notifica
- Have ACUs and Class A's/ASUs availab

Privacy Act of 1974

- Notification Teams are required to adhere to the Privacy Act of 1974 policies which include, but are not limited to:
  - Protecting the privacy of individuals from unwarranted intrusion
  - Collecting only the personal information legally authorized and necessary
  - Disclosing this information only as authorized by the Privacy Act
  - Safeguarding personal information to prevent unauthorized use, access, disclosure, alteration, or destruction

Personal Identifiable Information (PII)

- Full name (if not common)
- National identification number
- IP address (in some cases)
- Vehicle registration plate number
- Driver's license number
- Face, fingerprints, or handwriting
- Credit card numbers
- Digital identity
- Birthday
- Birth place

The Notification Team

- Casualty Notification Officer
  - Represents the Secretary of the Army
  - Conducts notification and provides necessary support to NOK
  - Determines when to depart the residence
- Chaplain
  - Provides support to the notification officer
  - Provides solace to the bereaved next of kin
  - Will not make the notification
  - Assists in determining when to depart the residence
- In the absence of a chaplain
  - Staff Sergeant or above
  - Appointed by the CAC
  - Provides support to the notification officer

CASUALTY NOTIFICATION OFFICER (CNO)

Notification Requirements

- CNO must be prepared to report to the CAC or designated location within one hour of receiving the call
- Notification must be conducted in Class A or ASU with all authorized awards and decorations
- Notification must be completed within 4 hours of the time the CAC has received the initial casualty report
- Notification is conducted between the hours of 0500-2400 local time (Any exceptions must be approved by CMAOC)

Notification Team Briefing

- Learn about the case
- Receive pre-notification briefing covering:
  - Casualty Report
  - Local procedures
  - DD Form 93 (Record of Emergency Data)
    - Ensure all NOK are identified
    - Ensure addresses are complete and in the correct format
    - Validate NOK and addresses with DEERS
  - Notification Script (internalize)
  - Record of Notification Actions Form

Notification Team Briefing

- Apparent Self-Inflicted Deaths
  - Circumstances surrounding the death
  - Available factual information
  - Personal feelings about apparent self-inflicted deaths
- Key elements of notification script
  - Use the term “apparent self-inflicted”
  - Never use the term “suicide”
- Status of ongoing investigation(s)

Notification Team Briefing

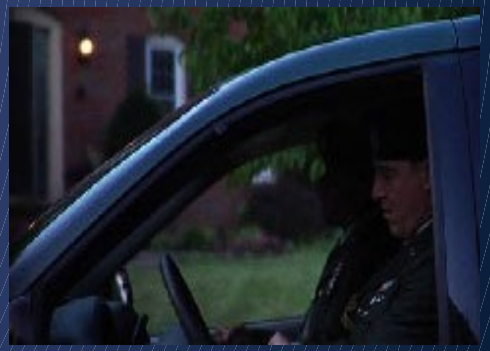
- The CAC may provide you with the following information:
  - Dover Media Access Script
    - Travel and Transportation Section (T&TS)
  - Appointment Orders (local memorandum)
  - A Map to the Residence
  - Emergency response numbers

En Route to the Residence

- Use your time wisely
- Internalize notification script
- Speak to the chaplain about his/her past experiences
- Mentally prepare for the notification

What if . . . ?

- In the event the NOK is not home, call the CAC
  - Do not leave the area
  - Do not park directly in front of the residence to wait for the return of the NOK
- The CAC will provide further guidance which may include visiting one or all of the following:
  - Neighbors
  - Law enforcement agencies
  - Place of employment

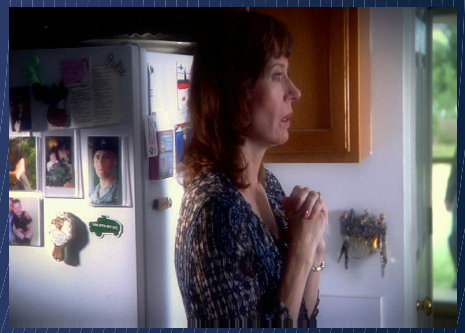


Notification Tips

- Leave casualty report in the vehicle while inside the residence
- Place cell phone on silent or turn off
- Only disclose information approved by the CAC
- Be natural in your delivery and internalize the notification message
- Stay calm and speak slowly; do not use notes
- Only use words that the NOK can understand; no acronyms

The Notification Visit

- Always identify yourself and your team
  - "I am SFC Davis from Fort Campbell, and this is Chaplain Barrett"
- Ensure you are speaking to the correct person
  - "Are you Mrs. Carrie Clark, the spouse of CPL Scott Clark?"
- Request permission to enter the residence
  - "May we come in please?"



Grief Reactions: What to Expect

★ Possible reactions from the NOK

- No Emotion
- Shock
- Disbelief / Denial
- Anger
- Extreme Grief
- Hostility
- Avoidance
- Medical Emergency

Remember: Reactions may be very strong, but they are part of the shock and grief and are not about you. Do not take this personally.

Responding to Questions

- It’s okay to say “I don’t know,” but always follow up with, “I’ll see to it that you get an answer”
- If the incident is under investigation, assure the Family they will receive additional confirmed information when it becomes available
- Always note questions and remember to follow up with the CAC so that answers may be provided

Family Travel to Dover and Media Access

- ★ Second Script
  - Provided by CMAOC
  - Read verbatim
  - Engage Family while reading
  - Chaplain will assist in determining appropriate time

Family Travel to Dover and Media Access

- Does the PNOK desire to travel to observe the Dignified Transfer of Remains?
  - If “Yes” – Place PNOK in direct contact with CMAOC T&TS
  - If “No” – Does the PNOK want to designate anyone to travel to observe the Dignified Transfer
- Does PNOK consent to media coverage of the Dignified Transfer?
  - Yes to full media coverage
  - Dover Military media only – FOIA rules apply
  - No media at all

Travel Considerations for Dignified Transfer

- PNOK may travel with two additional Family members
- T&TS makes reservation for PNOK and reserves seat for CAO
- CAC will publish travel orders for CAO
- CAO will assist PNOK in packing suggestions (up to two days stay)
- CAO will ensure PNOK understands the Dignified Transfer process
- CAO will explain that there will be n viewing or access to their loved one at Dover AFB

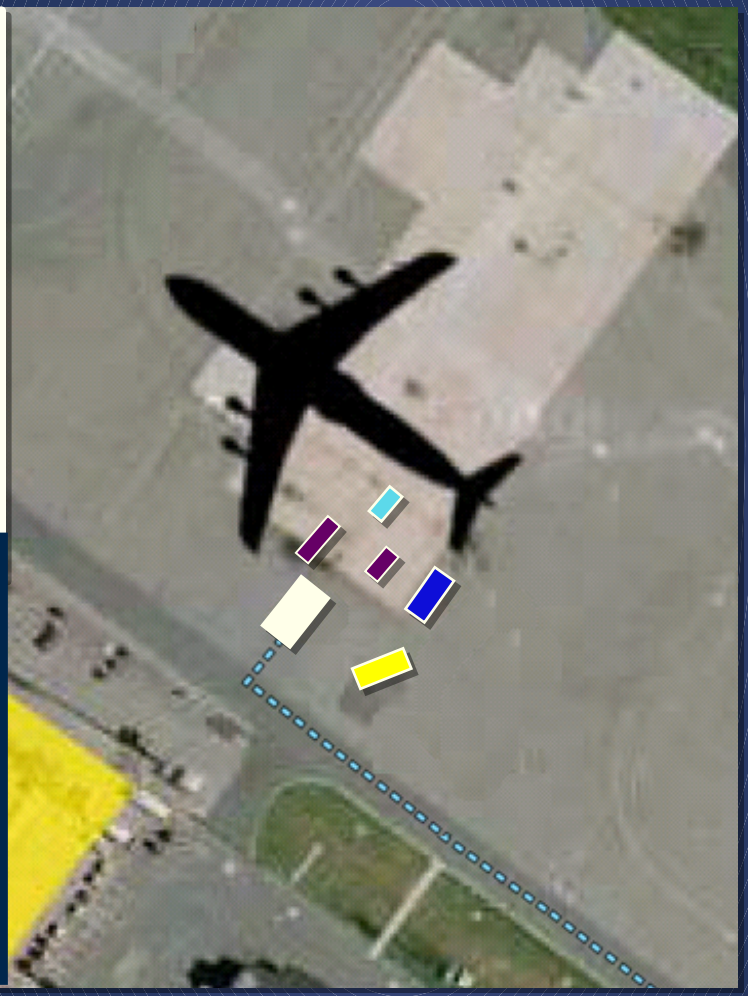
Dignified Transfer at Dover

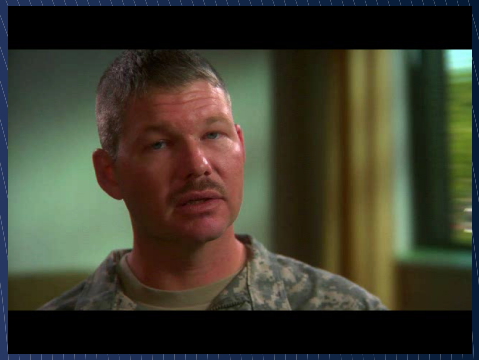
Key Events

- Family transported to DT from Chapel (1.5 miles)
- Carry Team/DT Officer march from pax terminal's Carry Team Lounge to aircraft (0.1 mile)
- Media transported to DT from 3 AS briefing

Legend

- Family Location
- Media Location
- Carry Team/DT Officer
- Mortuary Trans Vehicle
- K-Loader
- Vehicle Movement





Family Arrangements at Dover AFB

- Arrival at near by airports
  - Philadelphia International (preferred)
  - Washington Dulles International
  - Baltimore-Washington Thurgood Marshall International
  - Ronald Reagan Washington National
- Ground transportation to Dover AFB is authorized if within a safe driving distance
- Upon arrival, travel to hotel or Dover AFB, based on arrival time of deceased Soldier

Prior to Leaving

- Complete Record of Notification Actions and submit to the CAC
  - Time of notification
  - 45 day address
  - NOK telephone contact number
  - NOK professional title or rank, if applicable
  - NOK not accounted for on DD Form 93
- Follow the guidelines of the Privacy Act of 1974 when handling personal information

When to Leave

- The CNO must determine the appropriate time to leave
  - No set time frame
- Do not leave the NOK alone. If no other adults are home, ask if there is someone you can call to come over
- Explain the support that the CAO will provide, and inform the PNOK that the CAO will contact him or her within a few hours
- Leav hone number and

CNO Duties – After Notification

- Return to the CAC or designated location
- Return Record of Casualty Notification Actions Form
- Brief the CAC and CAO
- Relay any important information about the next of kin to include:
  - Language requirements
  - Feelings toward the Army
  - Illness of any next of kin
  - Grief reactions
  - Family dynamics

CNO Resources

Available Resources:

- Military OneSource
  - 1-800-342-9647
- Local chaplain
- Casualty Assistance Center
- Army Community Services (ACS)
- Department of Veteran Affairs (DVA)
- Chain of Command

Casualty Training Scenario 1

You have been appointed as the CNO to notify the spouse of SPC James Smith who was killed as the result of injuries sustained from an IED while serving in Iraq. You and the Chaplain have been briefed by the CAC Chief and you feel prepared to deliver the notification.

Mrs. Smith answers the door and identifies herself as the spouse of SPC James Smith. You request to enter the home but Mrs. Smith refuses and demands to know why you are there.

What action should you take?

Casualty Training Scenario 2

You have been appointed as the CNO to notify the spouse of SPC James Smith who was killed as the result of injuries sustained from an IED while serving in Iraq. You and the Chaplain have been briefed by the CAC Chief and you feel prepared to deliver the notification.

Mrs. Smith answers the door and identifies herself as the spouse of SPC James Smith. Once inside, you deliver the news in a compassionate manner. Mrs. Smith seems to take the news very well and immediately inquires about the monetary benefits associated with her husband's death.

How should you handle this situation?

Casualty Training Scenario 3

You have been appointed as the CNO to notify the spouse of SPC James Smith who was killed as the result of injuries sustained from an IED while serving in Iraq. You and the Chaplain have been briefed by the CAC Chief and you feel prepared to deliver the notification.

You knock on the door and a woman answers. You introduce yourself and the Chaplain and ask to speak to Mrs. Smith, the wife of SPC James Smith. The woman identifies herself as the mother of SPC Smith, and informs you that her daughter-in-law went on an errand and should be back soon. Mrs. Smith is now very concerned and wants to know if something has happened to her son.

What action should you take?

Casualty Training Scenario 4

You and the Chaplain have just completed a notification to the spouse of SGT Jane Doe. Mr. John Doe becomes very angry and exclaims, “I knew the Army was going to kill my wife eventually!” The Chaplain goes to him and tries to calm him down. Mr. Doe becomes even angrier, and says, “Someone is going to pay for this”, and leaves the room.

What actions should you take?

Casualty Training Scenario 5

You had been certified to be a CNO for about six months before you received a call from the CAC with a notification assignment. You feel pretty comfortable about the assignment and quickly head to the CAC for your final instructions.

After you receive your briefing from the CAC Chief, you realize the casualty is a Soldier who worked for you during a previous assignment. You had become close to the Soldier and his family and wonder if you can handle the notification.

What actions do you take? To identify another CNO would result in a two-hour delay in the Soldier's spouse being notified.

Casualty Training Scenario 6

You had been certified to be a CNO for about six months before you received a call from the CAC with a notification assignment. During your briefing, the CAC Chief informs you the notification is to the husband of LTC Susan Day, who was killed in a training accident at the Joint Readiness Training Center (JRTC). You and the Chaplain depart for the one hour drive to the residence. As you drive up, a well-dressed man with a brief case is getting into a car parked in the driveway.

Do you approach the man before he drives away and attempt to continue with the notification, or should you allow the man to drive away? Discuss and justify your actions.

Casualty Training Scenario 7

You had been certified to be a CNO for about six months before you received a call from the CAC with a notification assignment. You feel fairly comfortable about the assignment and quickly head to the CAC for your final instructions. You and the Chaplain arrive at the residence and notice numerous kids outside waiting for the school bus. The family you are to notify has a school-aged child. You are not sure if the child is in the group waiting for the bus.

Do you continue with the notification, or wait until the school bus arrives to pick up the kids and departs? You attempt to call the CAC, but the line is busy. Discuss and justify your actions.

Summary

- In this module, we discussed the roles, functions, and responsibilities required to conduct a notification to include:
  - CMAOC and CAC Roles
  - CNO Qualifications
  - Definition of Casualty
  - Casualty Reporting
  - Notification Preparation
  - Privacy Act Requirements
  - The Notification Team
  - The Notification
  - Grief Reactions
  - Media Access at Dover AFB
  - Family Travel to Dover AFB
  - CAO Briefing
  - CNO Post-Notification Actions

CAO Preview

- ★ CAO Responsibilities
- ★ NOK Interaction
- ★ Family Resources
- ★ Planeside Honors
- ★ Funeral Planning/Execution
- ★ Post Funeral Support
- ★ Benefits For Survivors
- ★ Personal Effects
- ★ CAO Self-Care